

# THE IDS REVIEW

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The Annual Report of the Industrial Dwellings Society (IDS) 2021-22. IDS is a housing association owning and managing around 1,500 properties in Hackney, Tower Hamlets, Southwark, Redbridge, Haringey, Camden, Barnet, Hertsmere and Canvey Island.

The Annual  
Report  
2021-2022

## Residents Take Over Annual Report

**This Annual Report is different from the rest. Residents have taken over as guest editors and main contributors.**

IDS wanted our residents to be more involved in the content and production of the Annual Report. Annual Reports on the whole, let's face it, can often be dry and not all that interesting. We felt we could change that.

A few residents took on the challenge and have been involved in coming up with ideas for content, supplying information and ideas, proof-reading, and general support.

That's certainly a first for IDS, and proof that we mean what we say about inclusion, resident involvement, and most important of all, listening to our residents.



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## Telling It Like It Is

In April this year, IDS Board Members met with three residents – Natalie, Donna and Carol – who were invited to explain what life is like now and, as tenants, how it compared to 'back in the day'. They were asked to be completely open and honest, and tell it like it is.

They did. They said that IDS had lost what had once been a close connection with residents on the estates, likely due to staffing changes. This led to a weakening of what had been a sense of community and shared experience.

They also said that the repairs service has been poor, and that some

tradespeople were uncaring and sometimes disrespectful when dealing with tenants' repairs and maintenance.

There were major irritations over issues like unauthorised parking on estates. An extra factor, though, was a lack of a local presence by IDS which also caused concern about the welfare of elderly and other vulnerable tenants who had lost the comfort of that local presence.

One resident who had lived on her estate since early childhood described how, over the years, the culture had changed. In her experience the "good neighbour" culture had been lost. She felt that IDS's commitment to engagement with its tenants had been missing.

## How IDS Reacted

Bringing back a local presence was a priority so IDS appointed Estates Managers whose job it is to be out and about on key estates each and every day. Their role is to make sure that repairs are done properly and on time, having been agreed with residents. They also check on people who may be vulnerable or need some help from IDS or another agency.

Rebuilding ties with local communities takes time, but the process is definitely under way on several levels including community events and day trips to the seaside for residents to get to know each other as well as IDS staff.

There's more to do but the journey has begun. Residents will certainly let IDS know very quickly as there are now three tenants on the IDS Operations Committee. This means that they can raise issues and concerns safe in the knowledge that IDS's Board will know exactly how they feel.

Compiled, edited and produced by IDS (Industrial Dwellings Society) with the help of residents Carol and Natalie, and input from IDS staff and management.  
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# Letters To The Editor

## Why have you had so many staff changes over the last few years?

It's fair to say we've had more than usual but we do have plenty of members of staff who have been with IDS for a long time. Lockdown, of course, caused people in all walks of life to reflect on their careers and what is really important to them. We had staff leave to have a complete career change, and others went for a variety of reasons. What this meant was that those who were left had extra workload to cover, which resulted in a less than adequate service in some areas for residents.

We've made a concerted effort this year to bring on board really good, experienced, and committed individuals and we know residents are already seeing a real change. We're making sure you know who they are and what they look like, along with their direct phone numbers and emails so you can contact them whenever you need.



**Let us know if you think it's working.**

## What improvements are you planning on our estates over the next few years?

We have a large amount of maintenance works planned for the coming years. Much of our attention has, and continues to be, around safety, so we've been upgrading front and main entrance doors on many of our estates. This focus will continue into the coming year. We're also going to start replacing some of the old windows in our mansion blocks.

Additional safety work will be taking place at Stepney Green, Charlotte Court and Abraham Cohen Court. We'll also be looking at decorative works at Stoke Newington Estate and Nathaniel Court.

## Have rent arrears increased during the cost-of-living crisis?

The rent arrears recorded at the end of the year was 2.87% which in the current climate is good and down from 2.98% the previous year.

As we've increased staff resources to offer more support and help to those in financial difficulties, we've been able to reduce arrears during a difficult period for everyone.

Our dedicated income collection team have expertise in providing advice, support and welfare in a supportive and non-judgemental way, aiming to help tenants maintain their rent account while keeping up with other bills.

## How many cases of anti-social behaviour have there been and is this increasing or decreasing?

Thankfully our estates are generally safe places to live and most IDS residents make great neighbours.

However, on occasion we have issues and IDS does and will use its powers as a landlord where appropriate. We have also improved our CCTV at a number of sites and work with other agencies to prevent and detect crime.

Reports for the year ranged from noise nuisance to more serious harassment of individuals. We always encourage residents to contact us so we can act quickly and appropriately.

The number of cases actively managed during the year was 21 and was broadly similar to the number the previous year.

**We have also improved our CCTV at a number of sites and work with other agencies to prevent and detect crime.**

## When there's a change of tenant, how long does it take you to re-let it?

When we get notice that a home is going to be vacant, we act straight away by looking at what works need

doing, and lining up a new tenant. Most homes will need surveys including asbestos or an EPC (Energy Performance Certificate). Some need a lot of work and others just a small amount so time to complete works and re-let vary. We aim to work with our contractors to re-let our homes within three to four weeks depending on the work required.

Last year we took longer than anticipated, with average re-let times of 57 days for homes requiring 'minor' works, due to staff absences, delays in the repairs process and some of our sheltered accommodation becoming harder to let. We have focused on the processes for re-letting and expect an improvement next year.

## Tell us about your repairs service. How many repairs were done, were they on time, etc?

We know improving the repairs service was a major objective. During the year we focused on:

- Completing a data cleansing exercise; this included attending MNM's offices to interrogate all data and information from their system and ours
- More timely data / reports obtained for monitoring MNM, including access to their software to track each repair and live updates
- Weekly meetings with MNM Directors and CMT and separate monthly meetings between members of CMT and MNM's Managing Director
- Improving call diagnosis
- Inspections before, during and after repairs (with greater focus at Evelyn Court)
- Reviewing customer satisfaction data
- Additional admin support within the team
- On repairs, we have an annual tenant satisfaction figure of 72%. That's disappointing but it showed an improving trend following really poor performance during summer 2021. It remains an area of particular focus for IDS

## Tell us about your record on compliance and safety.

Keeping residents safe is our priority. Every month we monitor our performance on safety inspections and actions. As of April 2022:

- 99% of all annual gas services in residents homes were up to date
- 99.9% of the electrical 5-yearly checks were completed
- We also manage the communal areas we own
- 100% of the gas services are up to date
- The electricity certification in these areas is 95% and works to make us fully compliant are well underway
- The Fire Risk Assessments are all completed
- 100% of asbestos surveys are up to date
- 100% of water surveys are up to date

We own some commercial properties as well, generally shops. We have now outsourced management of these to a specialist managing agent.

## How many complaints have you received during the year?

Well, in the year 2021/22, Stage 1 formal complaints recorded on our register reduced from 75 to 46 when compared to the previous year.

However, 110 residents at Evelyn Court signed a petition which was received by IDS on 9th February, presented by the London Renters Union. We must consider each of these an expression of dissatisfaction and they were primarily about property condition.

Following this, our Chief Executive wrote to all IDS residents encouraging them to contact him directly should they wish to raise anything. 42 residents responded, the overwhelming majority in relation to repairs.

So in answer to your question, this totals 198 complaints for the year 2021/22.





## How is IDS embracing new technology to help residents?

We've continued to implement new technology to improve our services and deliver to residents. This is a continual and ongoing process for us.

Six months ago we launched our Contractor Portal for our main repairs contractor. This has enabled them to report completion of works promptly and reduce the time we spend administering manual processes.

We've successfully piloted integrating outbound SMS texts into our core housing management system and will increase our use of text messaging to deliver short and speedy messages to residents where we can.

We've trialled our new Resident

Portal with tenants and it will launch later in the year, available as a web app on computers, tablets and mobiles.

The portal will allow residents to manage their tenancy anywhere and at any time. It will enable tenants and leaseholders to manage their rent account: to check the balance, download a statement, and make a payment. You'll also be able to check and raise repairs, view Tenancy agreements and application details.

As a further improvement, you'll also be able to access most communications we've sent, and contact us online with a query, change of details or complaint.

Alongside the portal we're also working on a case management system to enhance our response and management of resident requests and processes.

## How green are you?

There is no Planet B so we must all do what we can to make life more sustainable, both in our private and working environments.

**We were accredited as a Carbon Neutral Plus organisation for the third year running. This means we offset more greenhouse causing carbon emissions than we produce each year running IDS.**

We want to play our part in achieving net zero by 2050, preferably sooner, and we have started to de-carbon our operations. Of course, we all have a long way to go.

In fact year on year we have also reduced our emissions from 991 tCO<sub>2</sub>e to 527 last year. This measures things like power to heat and light communal areas on estates and offices, transportation of staff, our fleet and AC/refrigeration. In the future we want to build on this, help our contractors and suppliers reduce their carbon emissions too, and we hope to create a Resident Sustainability Champion.





**Ray Peacock**

– Chair, IDS Board –

The financial year 2021/22 drew to a close as the world began to emerge from the COVID-19 pandemic. The consequences of the pandemic and other international events are already becoming apparent and IDS, like many other organisations at home and abroad, is adjusting to minimise any negative implications from the radically changing environment.

As in previous years, The Industrial Dwellings Society (1885) Limited (IDS) ended the year in a strong position with a small but healthy development programme. Significant achievements continue to be made in delivering key strategic objectives, notably in terms of governance, ongoing investment in our Fire Safety Programme and digital systems.

IDS has adopted the new National Housing Federation's Code of Governance and is gearing up to address the challenges of the Social Housing White Paper and the revisions to the Regulator of Social Housing's Regulatory Standards. At the heart of these are the safety of residents and real tenant engagement.

The Board recognises that it continually needs to monitor and improve its performance. This is achieved through annual performance evaluation, full induction of new Board members and ongoing Board development activities.

The Board has been particularly mindful of its own diversity and will be undertaking training in this area. We remain committed to recruiting new Members who reflect the Board's commitment to equality, diversity and inclusion.

The Board will continue to review its procedures, effectiveness and development in the financial year ahead.

We believe we can best achieve our corporate goals through our people – embedding our organisational values to ensure employees can flourish and give of their best for IDS and our residents.

IDS continues to develop new and effective ways to engage with residents, many of whom are vulnerable and require support from us as their landlord. We will strengthen our

responses to welfare needs, focused on tenancy sustainment and the avoidance of rent arrears. We have many partnerships in place to assist us in responding to need and we will continue to build and expand them to improve support and safeguarding.

In February 2022 it came to light that a number of homes at Evelyn Court, our largest estate, were suffering from damp, mould and condensation. Following a self-referral to the Regulator, they investigated the issues and found that IDS breached their Consumer Standards, resulting in the issue of a Regulatory Notice.

In addition to immediate actions being taken, a new Chief Executive was appointed who had been working as Interim CEO since December 2021. He has already overseen proactive and important changes resulting in positive impacts for residents.

And so we move forward, reflecting on where we can do better, and working harder to make the future better in every way possible for IDS residents and staff.

**IDS has taken the situation extremely seriously and made radical changes to the way we had been operating. There will be no enforcement action taken at this stage by the Regulator, with whom our CEO will meet monthly to report progress.**

## A New Chief Executive For IDS



**Jonathan Gregory**

– Chief Executive –

**At the start of 2022 it became obvious to me that we weren't delivering the housing service residents expected or should have been given.**

The dissatisfaction arose from three main areas: a lack of IDS being active in the estates and communities, supporting and helping people make the best of what we had on offer; the poor condition of some of our properties and the poor quality of repairs and maintenance; and generally poor communications with residents.

We've made a lot of progress in re-engaging with residents at a local level so that we can hear their views and act where we can. One big change has been appointing Estate Managers, whose job is to be on the estates every day, making sure we're able to sort problems such as poor standards of repair quickly and to residents' satisfaction. We're urgently rebuilding relationships and communication with residents.

We're building on this by supporting social events to bring people together and setting up residents associations

so that residents can work together with us to avoid past mistakes – and more to the point, help establish a new way of working together to make our homes and communities vibrant and active places to live.

We have three residents serving on our Operations Committee on a temporary basis. There will be a selection process in the autumn to find three permanent representatives to serve on that Committee. We want to find as many ways as possible to have direct links between residents and our Board.

We're currently visiting every one of our homes to see if help or support is needed with any issues relating to IDS.

All this means that, in a year's time, we should have a much higher degree of satisfaction from our residents.

As the new Chief Executive, I will work with colleagues and the Board to deliver the needed improvements and I welcome the involvement of residents to help us achieve this.





# Out And About Around The Estate: Evelyn Court

## You could say Evelyn Court was the catalyst for change.



We were made aware of ongoing issues with damp and mould at Evelyn Court. Some residents contacted The London Renters Union, who took on their case and contacted IDS to receive a residents' petition. Issues were mainly around the condition of homes – mould, damp and condensation.

**As soon as we heard,  
we responded.**

The main issues are due to the age and build of the properties, which does mean it's more challenging in terms of repairs and maintenance.

There are many other blocks built of the same architectural style as Evelyn Court throughout London, and we are aware of a significant number of those facing the same issues.

While we had been repairing individual cases as they were reported to us, we had been concentrating constrained budgets towards upgrading the fire safety features in the block, which can save lives on a large scale.

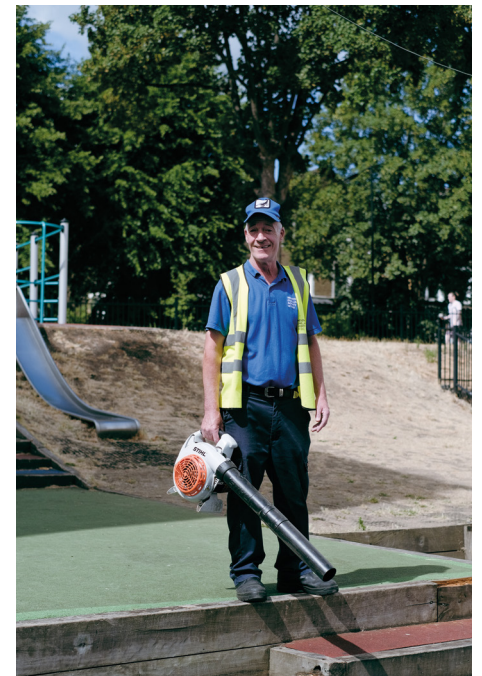
We were in no way diminishing the importance of the damp and mould problems, and we have carried out many repairs pending the larger works that will be delivered from September 2022 to March 2023.

An initial action plan was created at the start of 2022 when the issues at Evelyn Court were first understood following the petition. To date, 83% of the immediate actions have been completed and we have now co-created a new plan with residents.

During the year we also instigated a series of regular Estate Surgeries where residents meet with the Estate Manager along with rents and repairs team members to talk to us about any concerns. This was the first estate where we re-introduced an Estates Manager to look after residents, and she has already made herself invaluable.

### We have completed:

- The initial works to the hoppers and gutters
- Jetting of all communal drains / sewers
- 231 property inspections, leading to 143 additional repairs and 100 previously reported uncompleted repairs
- Survey work to a number of ground floor flats (by a RICS qualified surveyor)





# Out And About Around The Estate: Navarino Mansions

## Everyone's joining in!

**Stars n Stripes (SNS) allocated £10,000 which was match-funded by IDS through a National Lottery grant in June 2022. It's already being used for community-led activities across all the estates, enabling residents to access free and affordable activities right on their doorstep.**

Working with IDS, SNS developed resident engagement and looked at each estate's needs and resources. They organised a Platinum Jubilee Street Party at Navarino Mansions as a pilot fun day. Much-needed equipment has also been purchased and a "get to know your neighbours" seaside trip was organised for July.

### What SNS intends to do

- Create a social buzz on estates to encourage resident-led forums to co-create community plans
- Estate needs assessments / meeting with management to create a strategic action plan
- Work with residents to create bespoke activities and create community forums
- Work with IDS to develop a resident engagement policy and implementation plan
- Promote community engagement to enable residents and estates to be self-sufficient
- Access funding for future activities

### At a glance – challenges / improvements

- On site community spaces are not available for internal / resident use, now easily available, with a clear booking system or equipment for rent
- Communication platforms with IDS residents need improving, and information will be shared in different formats
- Creating a resident-led culture of community engagement, which has started and will be built upon
- Creation of tenant associations
- Develop a resident community policy and plan



“

**This was a great event to be involved with as being recently appointed, it gave me a great opportunity to engage with the residents to get an understanding of how they want to improve the estate. I look forward to supporting residents to have many more social events.**

– Neil Thompson –  
Interim Estate Manager

### Achievements

SNS purchased a range of classic outdoor games for all ages and tables and benches to be used on all main estates for events and fun days.

A selection of pilot activities for Hackney-based residents was compiled for residents to attend a 10-week summer programme starting in July 2022. These included:

- Arts and crafts
- Woodwork
- Jewellery making
- Balanceability (learning to cycle)
- Yoga
- Roller skating
- Fun-cercise
- Archery
- Four-week sheltered pilot at Navarino Mansions of wellbeing sessions

### Fun days and sheltered activities

- Seaside trip
- Picnic and piano sessions at sheltered schemes with young residents
- Music for over-60s
- Wellbeing sessions – gentle movement
- Fun day at Stepney Green
- Fun day at Stoke Newington

### Volunteer Love to Shop vouchers

- Aimed at rewarding residents for participation





“

The Jubilee event was enjoyable and nice to see the neighbours. Hopefully we can do it again and invite more people. I enjoyed making the cakes and I was glad to see they were all eaten!

– Maureen –



“

I thought the event was amazing. I got to meet new neighbours and we should do this more often! My kids had a really great time and are looking forward to the summer activities. IDS should encourage more social events. We're planning a picnic that won't cost that much!

– Senel –

# Community Events And Estates



# Out And About Around The Estate: Stepney Green Court



## Is this the Biggest Annual Report Collection by a resident?

I have been a tenant with IDS since 1984.

As a newly married 21-year-old, we were offered a one-bedroom flat in Stepney Green Court. We later transferred to a two-bedroom flat on the same estate, when we started a family.

I have now been an IDS tenant for 38 years. I have kept almost every single Annual Report ever since then and occasionally I look back through them. I think it's interesting to read about and see the changes on the estates over those years. Call me a geek, keeping all those publications, but there you are!

“  
I'm happy living  
here in Stepney and only  
ever considered moving  
once as my three children  
were growing up. But  
I decided to stay - because  
I love the community  
I live in, have great  
neighbours and I  
love my flat.  
— Carol —

I was elected as Secretary of the Tenants Association over 14 years ago and I'm passionate about my estate and really care about it. I've also been

an IDS tenant Forum Member for many years and this gives me insight into how IDS is developing and changing. I've recently been part of the 'Tenant Voice' incentive, so staff can hear in real time the issues affecting us tenants.

I am a long-term tenant like many others on our estate and I think I will remain here forever!

## Uncovering the Air Raid Shelter at Stepney Green Court

An unexpected air raid shelter was discovered in the summer of 2013 at Stepney Green Court.





# Keeping It In The Family



**Neil**

– Interim Estate Manager –

**You could say IDS is in my blood! My father and his father before him – they both worked here. So it seemed perfectly natural for me to carry on the tradition.**

I've had several roles at the organisation and now I'm the Interim Estate Manager for Navarino Mansions.

## **Neil Thompson** – Third Generation IDS Staff Member

It means I get to meet people face-to-face instead of being office-bound, and really help when they have any issues. Because I know IDS so well, I can get on to the right person immediately to try to sort the problem out, whether it's to do with rents, repairs, or welfare.

My other role is with Arsenal in the Community, which IDS supports. IDS has worked in partnership with them for some years, providing great training, support and active initiatives to our residents.

This year, with social isolation for many a concern, Arsenal also organised for some lucky IDS tenants to receive a surprise telephone call from Arsenal legend, Pat Rice. Arsenal kindly sent IDS a video of appreciation from some of the players for our partnership work and we look forward to more initiatives together in the coming years.

I should also add that I am an IDS resident myself!





# The Financial Section

## The Industrial Dwellings Society (1885) Limited Statement Of Comprehensive Income

For The Year Ended 31 March 2022

	2022 £'000	2021 £'000
<b>Turnover</b>	10,401	10,303
<b>Operating expenditure</b>	(8,802)	(8,182)
Surplus on disposal of social housing properties	-	-
Gain on revaluation of investment properties	-	270
<b>Operating surplus</b>	1,599	2,391
Interest receivable and finance income	62	46
Interest payable and financing costs	(542)	(1,682)
<b>Surplus for the financial year</b>	1,119	755
<b>Other comprehensive income</b>		
(Actuarial gain) in respect of pension scheme	1,557	1,103
<b>Total comprehensive income for the year</b>	2,676	1,858

## The Industrial Dwellings Society (1885) Limited Statement Of Financial Position

As of 31 March 2022

	2022 £'000	2021 £'000
<b>Fixed assets</b>		
Intangible assets	369	413
Housing properties	75,365	66,945
Other property, plant and equipment	295	405
Investment properties	2,910	2,910
Post-employment benefits	4,654	3,119
	<b>83,593</b>	<b>73,792</b>
<b>Current assets</b>		
Trade and other debtors	746	935
Investments – bank deposits	1,000	1,000
Cash at bank and in hand	3,012	1,288
	4,758	3,223
<b>Creditors: Amounts falling due within one year</b>	(2,616)	(2,872)
<b>Net current assets</b>	<b>2,142</b>	<b>351</b>
<b>Total assets less current liabilities</b>	<b>85,735</b>	<b>74,143</b>
<b>Creditors: Amounts falling due after more than one year</b>	(45,421)	(36,505)
<b>Net assets</b>	<b>40,314</b>	<b>37,638</b>
<b>Capital and reserves</b>		
Share capital (non-equity)	-	-
Income and expenditure reserve	40,314	37,638
<b>Total capital and reserves</b>	<b>40,314</b>	<b>37,638</b>





## Board

- Ray Peacock**, Chairman  
**Michael Rabinowitz**, Vice Chairman  
**CLlr Shimon Ryde**, Vice Chairman  
(Resigned On 9th March 2022)  
**Alan Fell**  
**Susan French**  
**Paul Huberman**  
**Alan Jacobs**  
**Nicola Kravitz**  
**Craig Simons**

## Corporate Management Team

- Suzanne Wolfe**, Chief Executive  
(Resigned On 28th February 2022)  
**Jonathan Gregory**  
(Interim Chief Executive from  
1st December 2021, permanent  
appointment approved by the  
Board on 16th June 2022, effective  
from 1st September 2022)  
**Omar Mapara**, Director Of Finance  
**Simon Walton**,  
Director Of Operations  
**Laurence Fowler-Stevens**,  
Head Of Governance

## Solicitors

- OGR Stock Denton**  
Winston House  
349 Regents Park Road  
Finchley  
London N3 1DH  
**Devonshires**  
Salisbury House  
London Wall  
London EC2M 5QY  
**Perrin Myddelton**  
10 Waterside  
Station Road  
Harpenden AL5 5US

**Trowers & Hamlin LLP**  
The Senate  
Southernhay Gardens  
Exeter EX1 1UG

## Bankers

- National Westminster Bank plc**  
198 Stoke Newington High Street  
London N16 1DH  
**Santander UK plc**  
2 Trinton Square  
London NW1 3AN

## Registered Office

1st Floor, Anna House  
214-218 High Road  
London N15 4NP

## Statutory Registrations

**Financial Conduct**  
Authority (FCA) No. 14044  
Regulator Of Social  
Housing No. L0266

## External Auditor

**Beever And Struthers**  
Chartered Accountants  
Registered Auditor  
15 Bunhill Row  
London EC1Y 8LP

## Internal Auditor

**Crowe Clark Whitehill**  
Chartered Accountants  
Registered Auditor  
St Bride's House  
10 Salisbury Square  
London EC4Y 8EH





## Residents' Hopes For The Next Year:

“

I'd like to work more with IDS to initiate setting up a residents association on my estate.

“

I would like to have some picnics with neighbours or a garden party.

“

We're starting to see changes. It took a while coming, but it's all good.

“

To go on more trips and meet more of my neighbours and new people.

“

I want to get more involved with IDS and what they're doing on our estate.

“

More opportunities for us to have our say please!



# Back To The Future

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